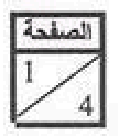
المملكة المغربية



وزارة التربية الوطنية
المركز الوطني للتقويم والامتحانات



مباراة الدخول إلى مسلك تأهيل أساتذة التعليم
الثانوي الإعدادي بالمراكز الجهوية لمهن
التربية والتكوين – دورة يوليوز 2012
الموضوع

المجال	مادة التخصص المدرسة : اللغة الانجليزية	المعامل:	1
		مدة الإنجاز:	4 ساعات

[1] People make terrible decisions about the future. The evidence is all around, from their investments in the stock markets to the way they run their businesses. In fact, people are consistently bad at dealing with uncertainty, underestimating some kinds of risk and overestimating others. Surely there must be a better way than using intuition.

[2] In the 1960s a young American research psychologist, Daniel Kahneman. became interested in people's inability to make logical decisions. That launched him on a career to show just how irrationally people behave in practice. When Kahneman and his colleagues first started work, the idea of applying psychological insights to economics and business decisions was seen as rather bizarre. But in the past decade, the fields of behavioural finance and behavioural economics have blossomed, and in 2002 Kahneman shared a Nobel Prize in economics for his work. Today he is in demand by business organisations and international banking companies. But, he says, there are plenty of institutions that still fail to understand the roots of their poor decisions. He claims that, far from being random, these mistakes are systematic and predictable.

[3] One common cause of problems in decision-0making is over-optimism. Ask most people about the future, and they will see too much blue sky ahead, even if past experience suggests otherwise. Surveys have shown that people's forecasts of future stock market movements are far more optimistic than past long-term returns would justify. The same goes for their hopes of ever-rising prices for their homes or doing well in games of chance. Such optimism can be useful for managers or sportsmen, and sometimes turns into a self-fulfilling prophecy. But most of the time it results in wasted effort and dashed hopes. Kahneman's work points to three types of over-confidence. First, people tend to exaggerate their own skill and prowess; in polls, far fewer than half the respondents admit to having below-average skills in, say, driving. Second, they overestimate the amount of control they have over the future, forgetting about luck and chalking up success solely to skill. And third, in competitive pursuits such as dealing on shares, they forget that they have to judge **their** skills against those of the competition.

[4] Another source of wrong decisions is related to the decisive effect of the initial meeting, particularly in negotiations over money. This is referred to as the 'anchor effect'. Once a figure has been mentioned it takes a strange hold over the human mind. The asking price quoted in a house sale, for example, tends to become accepted by all parties as the 'anchor' around which negotiations take place. Much the same goes for salary negotiations or mergers and acquisitions. If nobody has much information to go on, a figure can provide comfort - even though it may lead to a terrible mistake.

[5] In addition, mistakes may arise due to stubbornness. No one likes to abandon a cherished belief, and the earlier a decision has been taken, the harder it is to abandon it. Drug companies must decide early to cancel a failing research project to avoid wasting money, but may find it difficult to admit they have made a mistake, in the same way, analysts may have become wedded early to a single explanation that coloured their perception. A fresh eye always helps.

[6] People also tend to put a lot of emphasis on things they have seen and experienced themselves, which may not be the best guide to decision-making. For example, somebody may buy an overvalued share because a relative has made thousands on it, only to get his fingers burned. In finance, too much emphasis on information close at hand helps to explain the tendency by most investors to invest only within the country they live in. Even though they know that diversification is good for their portfolio, a large majority of both Americans and Europeans invest far too heavily in the shares of their home countries. They would be much better off spreading their risks more widely.



[7] More information is helpful in making any decision but, says Kahneman, people spend proportionally too much time on small decisions and not enough on big ones. They need to adjust the balance. During the boom years, some companies put as much effort into planning their office party as into considering strategic mergers.

[8] Finally, crying over spilled milk is not just a waste of time; it also often colours people's perceptions of the future. Some stock market investors trade far too frequently because they are chasing the returns on shares they wish they had bought earlier.

[9] Kahneman reckons that some types of businesses are much better than others at dealing with risk. Pharmaceutical companies, which are accustomed to many failures and a few big successes in their drug-discovery programmes, are fairly rational about their risk-taking. But banks, he says, have a long way to go. They may take big risks on a few huge loans, but are extremely cautious about their much more numerous loans to small businesses, many of **which** may be less risky than the big ones. And the research has implications for governments too. They face a whole range of sometimes conflicting political pressures, which means they are even more likely to take irrational decisions.

I . COMPREHENSION AND TEXT ANALYSIS (15 POINTS)

A. ANSWER THESE QUESTIONS. (6 pts)

1. Why do people make terrible decisions about the future?
2. Why is Kahneman requested by international companies today?
3. What does the author mean by the phrase "get his fingers burned"? (§ 6)
4. What word can best replace "reckons" ? (§ 9)
5. Which type of business has a generally good attitude to dealing with uncertainty? Why? (2 pts)

B. CHOOSE THE CORRECT ANSWER. (2 pts)

1. Stubbornness and inflexibility can cause problems when people

   a. think their financial difficulties are just due to bad luck.
   b. avoid seeking advice from experts and analysts.
   c. refuse to invest in the early stages of a project.
   d. are unwilling to give up unsuccessful activities or beliefs.

2. Why do many Americans and Europeans fail to spread their financial risks when investing?
   a. They feel safer dealing in a context which is close to home.
   b. They do not understand the benefits of diversification.
   c. They are over-influenced by the successes of their relatives.
   d. They do not have sufficient knowledge of one another's countries.

C. COMPLETE THE FOLLOWING SENTENCES. (2pts)

1. In paragraph 3,the author uses the phrase "see too much blue sky ahead" as another expression for .....
2. In paragraph 4, the author includes the example of " the asking price quoted in a house sale" to explain .....

D.CHOOSE THE CORRECT ANSWER ACCORDING TO THE TEXT. **(3 pts)**

1. blossomed (§2) means became ….
   a. more successful
   b. less interesting
   c. more predictable

2. boom years (§7) means years of …
   a. crisis in business
   b. downfall in business
   c. success in business

3. be wedded to (§5) means
   a. lost interest in
   b. believed strongly in
   c. married to

E. WHAT DO THE UNDERLINED WORDS IN THE TEXT REFER TO? **(2 pts)**

1. **their** (§ 3) : ………
2. **Which** (§ 9) : ………

II. LANGUAGE (25 POINTS)

A. CHOOSE THE CORRECT ANSWER. **(4pts)**

1. ____________ are the people who use a product or service.
   a) Consumers b) Customers c) Stakeholders d) Managers
2. ____________ is to sell in small quantities (as in a shop to the public).
   a) To deal b) To trade c) To wholesale d) To retail
3. Children must be taught how to ____________ between right and wrong.
   a) differ b) contrast c) distinguish d) read
4. There seems to be a large ____________ between the number of people employed in the public and those employed in the private sector.
   a) discrimination b) discrepancy c) discretion. d) dislocation

B. FILL IN THE GAPS WITH THE APPROPRIATE PREPOSITIONS **(3pts)**

1. This matter must be treated ______discretion.
2. Thank you for being so hospitable ______my grandmother.
3. The police had mercy ______the young hooligans and sent them home.

C. GIVE THE CORRECT FORM OF THE WORDS IN BRACKETS. **(5 pts)**

1. The criminal act of numerous factories dumping waste into the rivers has led to (danger) (1)_____________ high (toxic) (2)_____________ levels.

2. Pedro's (ability) (3) _____________ to hear his mother calling was blamed on a slight hearing (ability) (4)_____________ which was eventually solved using a (revolution) (5)_____________ new technique from a sophisticated research laboratory.

D. CORRECT THE MISTAKES IN THE FOLLOWING SENTENCES. (4pts)

1. I suggest to postpone our meeting until Wednesday.
2. She is the person for whom opinion matters the most.
3. I asked Rachid for his book, but he didn't lend me.
4. The tourist guide didn't give me many informations.

E. REWRITE THE FOLLOWING SENTENCES USING THE WORDS IN BOLD SO THAT THEY EXPRESS THE SAME MEANING. (3 pts)

1. Whatever happens, don't let anyone into the building without proper identity.
   circumstances
   ………… should you let anyone into the building without proper identity.
2. I don't find it at all surprising that nobody came to the party.
   wonder
   It's ………………….. nobody came to the party.
3. You don't have to come and see the new house if you don't wish.
   obligation
   You are …………………… and see the new house if you don't wish.

F. CHOOSE THE CORRECT ANSWER. (2pts)

1. *Mr Whitaker :* Could I speak to Ms Johnson, please?
   Secretary : ……………………………………… .

   a. Hang up and I'll call you back.
   b. No, I'd prefer to hang on, it's very important.
   c. Yes, I'll put you through.
   d. Yes, I'd like to speak to the person who deals with paying your suppliers, please.

2. You have sent a letter of application for a job, together with your C.V. which the company requested. What do you say?
   a. You asked for my curriculum, so here it is.
   b. As you requested, I am enclosing my curriculum vitae.
   c. As you can see, I have enclosed my curriculum vitae.
   d. My curriculum vitae enclosed.

G. FILL IN THE BLANKS WITH THE APPROPRIATE WORDS. (4 pts)

Tourism can have both a positive and a negative (1) e____________ on an area. In rural areas, the onset of tourism may have dramatic consequences upon the local (2) c____________ ,creating new jobs and providing a flow of cash (3) w____________ most inhabitants will be happy to take advantage of. However, the (4) d____________ of tourism can be equally dramatic, with towns losing their character and becoming overdeveloped and crowded, as well as more expensive.

III. WRITING (20 POINTS)

Although many efforts have been made to reduce the rate of illiteracy in Morocco, there still remains a rather larger percentage of illiterate people.
In your opinion, what measures should be taken to solve this problem?